From the Manufacturing Floor to the Corner Office: How to Communicate with Management and Plant Personnel

Wednesday, May 17
11:15 am-12:30 pm
Panelists

- Kevin Kohl, Legrand
- David Reid, Celanese International Corporation
- Ryan Spies, Saint-Gobain Corporation
- Bruce Lung, U.S. Department of Energy (Moderator)
Kevin Kohl

Legrand
2017 Better Buildings Summit

Driving Success

How to Communicate with Industrial Management and Plant Personnel

Kevin Kohl
Corporate Energy Manager
Legrand North America
Agenda

1. Project Overview
2. Results
3. Implementation Challenges
4. Other Benefits
5. Key Takeaways
Deploying a Variety of Strategies for Addressing Energy Management

Engaging our People

Evolving Our Processes

Deploying the Right Technologies
Empowering and Recognizing Our People

Visible Leadership Commitment

Dedicated Corporate Energy Manager and Designated Site Liaisons for Energy

Employee Engagement Initiatives

- Recognizing and Reporting Success
- Energy Education
- Legrand Employee Product Purchase Program
Managing a Diverse Energy Profile

Legrand, North America Energy Profile (2016)

<table>
<thead>
<tr>
<th>Facility Type</th>
<th>Number</th>
<th>Energy Usage (MMBtu)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>9</td>
<td>41,960</td>
</tr>
<tr>
<td>Distribution</td>
<td>6</td>
<td>54,199</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>7</td>
<td>497,708</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>22</strong></td>
<td><strong>593,868</strong></td>
</tr>
</tbody>
</table>

Energy Use (MMBtu) by Facility Type

- Office: 495,910
- Distribution: 98,957
- Manufacturing: 2016 MMBtus

84% Office
7% Distribution
9% Manufacturing
Project Overview

**GOAL:** Reduce energy intensity by **25%** in 10 years

Energy Reduction Opportunities Identified via:
1. Desk assessments
2. IAC audits
3. Submetering
4. Events
Project Overview

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GOAL: Reduce energy intensity by 25% in 10 years

Energy Reduction Opportunities Identified via:
1. Desk assessments
2. IAC audits
3. Submetering
4. Events
Results

Since 2016:

- 5 IACAudits completed
- 5 Desk Assessments completed
- >$300k in Opportunities identified
Implementation Challenges

1. Strategic Alignment
   1. Across divisions, product lines, and sites
   2. New acquisitions

2. Organizational Support
   1. Executive leadership
   2. Resource planning
   3. Goal tracking

3. Stakeholder Buy-in
   1. Site leadership
   2. Behavioral buy-in

4. Tactical Execution
   1. Resource allocation
   2. Submeter calibration
   3. Technical knowledge

Corporate Goals
Divisional & site-level support
Site-level activities
Overcoming Challenges through Communication

Tips:
✓ Keep it simple!
✓ Encourage active participation
✓ Engage at all levels
✓ Explain the WHY
✓ Know your audience
Other Benefits

Employee Engagement
1. Volunteer based Sustainability team!
2. Creative ideas for further improvements
3. Spirited competitions

Maintenance
1. Submeters identify potentially dangerous spikes to equipment
2. Regular tracking identifies needs more quickly
Key Takeaways

1. Establish a repeatable model for assessments
2. Stakeholder buy-in is critical to implementing change
3. Communication is paramount to success
From the Manufacturing Floor to the Corner Office: How to Communicate with Management and Plant Personnel

Energy Systems Effectiveness Matrix

David Reid
Global Energy and Productivity Leader
Celanese
Celanese operates 38 manufacturing locations.
In 2016 net sales were $5.4 billion.

Celanese is a global technology and specialty materials company.

Materials Solutions
$2.373 billion net sales

Leverages chemistry, material science, and applications based on customer relationships and insight to create unique solutions and value.

- Specialty thermoplastics used in automotive, electronics, medical devices, and aesthetic applications.
- Cellulose derivatives like acetate tow for filters and diacetate films.
- Food ingredients including sweeteners and preservatives.

Acetyl Chain
$3.132 billion net sales

Leverages technology, our global production network, and a deep understanding of global trade flows to create value.

- Acetic acid, vinyl acetate monomer, and additional intermediate chemistries.
- Emulsion polymers for paint, adhesives, waterproofing.
- EVA polymers for flexible packaging, medical solutions.

Based in Dallas, Celanese employs approximately 7,300 employees worldwide.
Energy is not the number one priority of a manufacturing site

- EHS
- Production
- Cost
- Quality
- Stable Operations
- Energy

Sites know the importance of energy efficiency, but ...lower priority

I'm from corporate and I'm here to help

Resource Limitations and Other Priorities Lead to Tension
Seven Energy Management Principles

1. Leadership Commitment for Energy (Alignment)

2. Energy Roles and Responsibilities (Organization)

3. Set Energy Goals, Evaluate Progress and Forward Look (Work Process)

4. Assess Energy Performance - Metrics, Measurement and Analysis (Data)

5. Energy Programs, Tools and Best Practices (Systems)

6. Energy Engagement and Culture (People)

7. Energy Partnerships (Outreach)

Some Sites Are Not Ready Or Don’t Need To Do It All
Evaluating a Sites Energy Systems

► Self evaluation
  – Give them ownership
  – Facilitator coaching
  – Help them to be realistic and honest with themselves

► Don’t expect be proficient at all categories
  – Tailor to site
  – Maturity, Resources, Culture
  – Baseload requirements

► Give them a rubric / tool to evaluate their system
  – Simple – Makes sense
  – Describes what good looks like
  – Hierarchy

► Small site team with cross functional energy knowledge
  – Not a major site resource drain
  – Enough knowledge for adequate evaluation
Energy Systems Hierarchy

**Leader**
- Leading Technology
- Advanced Concepts

**Advanced**
- Energy Teams
- Energy Management Systems
- Energy Modelling / Dashboards

**Basic**
- Energy Leadership
- Energy Projects
- Assessments and Communication

**Foundational**
- Awareness
- Baseline Programs

**Advanced Methods**
- Understanding of complex interactions

**Operations Engagement**
- Drive energy to the equipment owner level
- Build Models Into Systems
- Sustainability, Automation

**Focus on Most Important**
- Effective implementation with limited resources and capital
- Continuous Improvement
- Transition from reactive to proactive and develops improved process knowledge

**Blocking and Tackling**
- Effective programs for basic activities
- Foundational Understanding of Energy Use and Practices

**Strategy Aligned with Operating Context**

Consider Only for Most Critical Business Units with Significant Energy Spend and Criticality
- When Other Methods Exhausted
- Significant Business Benefit Justification

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## Energy Management Matrix

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td><strong>Advanced</strong></td>
<td>Site Energy Team</td>
<td>Energy Management System</td>
<td>Boiler / Fired Unit Combustion Control</td>
<td>Entitlement and Benchmarking Analysis</td>
<td>Pinch and Heat Integration Analysis</td>
<td>Energy Modeling and Energy Curves</td>
<td>Long Term Energy Objective Aligns with Multi-year Project Pipeline</td>
<td>Sub-metering</td>
<td>Energy Dashboards</td>
<td>Energy Procurement Alignment</td>
<td></td>
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</tbody>
</table>

### Self Assessment

<table>
<thead>
<tr>
<th>% Desired Condition</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-10%</td>
<td>No Practice or System In Place</td>
</tr>
<tr>
<td>10-30%</td>
<td>System Exists without practice or practice is weak</td>
</tr>
<tr>
<td>30-75%</td>
<td>Practice / System partially in place and intermittently effective</td>
</tr>
<tr>
<td>75-90%</td>
<td>Practice and System usually effective</td>
</tr>
<tr>
<td>90-100%</td>
<td>System and Practice Effective</td>
</tr>
<tr>
<td>Foundational</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td><strong>Leadership support and energy strategy</strong></td>
<td>The energy program has leadership support and is part of the overall company and site strategy and objectives. Energy strategy is integrated into the business plan (BTP/UTP). Energy program priority is evaluated and aligned with business and site priorities.</td>
</tr>
<tr>
<td><strong>Steam Trap Program</strong></td>
<td>Site has an established steam trap program to review steam trap failures, and repairs. A time or service based interval is established for inspection and repair of critical traps. All site traps are evaluated on some frequency. The inspection program is part of an established CMMS system for sustainability.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Basic</th>
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</table>
| **Communication** | Effective and Frequent Internal and External Communications are done to ensure site wide understanding and engagement in energy targets, projects and results including successes is in place. Must be frequent and repeated to ingrain in culture (like ads)  
Internal – Intranet, Blogs, Newsletters, Posters, Email, Video  
External – Publications, conferences, news releases, Facebook, Twitter, LinkedIn |
<p>| <strong>Energy KPI's and scorecard</strong> | A compelling scorecard with key process indicators is developed and monitored. Leading indicators are used. Regular cadence of review and accountability for gaps to performance is occurring. Specific short and long term energy goals are in place. |</p>
<table>
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<tr>
<td><strong>Energy Management System</strong></td>
<td>A clear set of Energy management system components to measure the health of the Energy program is in place and reviewed periodically, Gap analysis is done and continuous Improvement program in place. Aligns with ENERGY STAR, DOE, ISO50001 and other energy partnership best practices</td>
</tr>
<tr>
<td><strong>Energy Modeling and Energy Curves</strong></td>
<td>Units use multiple regression to define unit and component level energy models and volume based energy curves. An energy regression correlating key input variables - production rate, heating/cooling days - to energy is developed and used. Energy metrics are normalized to critical Y's</td>
</tr>
<tr>
<td><strong>Leader</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Design for Energy Efficiency</strong></td>
<td>New processes and products are reviewed in the design phase for energy optimization. A clear payback criteria is in place to justify design changes to improve energy efficiency of new equipment. Energy optimization is done up front in the design. Life cycle cost evaluation of energy equipment in design phase. Equipment selection standards are in place for energy optimization for equipment replacement and design.</td>
</tr>
<tr>
<td><strong>APC for Energy</strong></td>
<td>Advanced control techniques are in place to optimize energy use at the site on a comprehensive systems perspective (i.e. Boiler system management, area energy balance optimization)</td>
</tr>
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</table>
## Energy Management Matrix

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### Energy System Assessment Matrix

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<tr>
<th>Self Assessment</th>
<th>% Desired Condition</th>
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</tr>
<tr>
<td>System and Practice Effective</td>
<td>90-100%</td>
<td></td>
</tr>
</tbody>
</table>

1. Evaluate each item based on qualitative or quantitative measure of the effectiveness of the element – Be realistic and honest
2. Based on the business and site energy strategy and priority define which elements require improvement
3. Define short and long term actions to close the gap identified
4. Execute improvement plan
5. Re-evaluate periodically
## Long Term Action Plan

- Aligned with long term energy objectives
  - Cost, Energy Intensity, Stewardship (GHG)

- Aligned with long term business plan
  - Business technology, Unit technology, Capital plan

- Strategic and tactical actions based on energy matrix results
  - Develop 2-5 year plan for improvement

### Energy System Assessment Matrix

<table>
<thead>
<tr>
<th>Energy System Assessment Matrix</th>
<th>Fundamental</th>
<th>Basic</th>
<th>Advanced</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy Bill Review and Analysis</strong></td>
<td>Develop energy bill tracking and analysis tool</td>
<td>Define opportunities for reduction of energy billing factors</td>
<td>Conduct pinch analysis and heat integration on top 5 units</td>
<td>Implement APC in VAM waste recycle gas compressor</td>
</tr>
<tr>
<td><strong>Building Lights NIU</strong></td>
<td>Install automatic light shut off and motion detectors</td>
<td>Communication program to turn equipment off when not using</td>
<td>Implement energy model and dashboards in three sites per year</td>
<td></td>
</tr>
<tr>
<td><strong>Basic</strong></td>
<td>Energy Checklist for Projects</td>
<td>Implement energy design checklist in capital project work process</td>
<td>Evaluate top 10 distillation towers for energy efficiency</td>
<td></td>
</tr>
<tr>
<td><strong>Energy KPI’s and Scorecard</strong></td>
<td>Develop basic lagging metrics for energy reduction</td>
<td></td>
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</tr>
</tbody>
</table>

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Takeaway

► A Comprehensive Energy Management Systems is complex and can be difficult
► Sites are afraid / negative attitude / defensive to evaluation especially by an outsider - DON’T WANT TO and CANT do it all.
► Put them at ease by giving them a simple tool to self-evaluate
► Hierarchy of components based on maturity and need.
  – Build the Foundation before taking on the Leader programs
► Facilitate the process by asking questions that cause self reflection leading to honest evaluation of their programs
► Sites own the evaluation and the results
► Sites focus on gaps that mean something to improving energy at their site
► Sites design a custom plan to continuously improve their energy program based on the gaps, resources, site priorities and objectives
► Build trust and keep it simple

Meaningful Evaluation → Continuous Improvement
Questions

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david.reid@celanese.com

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Awarding Achievement & Speaking the Language

May 2017

DOE Better Building Summit Session: From the Manufacturing Floor to the Corner Office: How to Communicate with Management and Plant Personnel
Who We Are

1665 - 2017

170,000 employees
8 research centers
3 activities hubs

Innovative materials
Construction products
Building distribution

Represented in more than 66 countries
What We Make – North America

**HABITAT**

- Gypsum Wallboard
- Vinyl & Polypropylene Siding
- Asphalt Roofing Shingles
- Acoustic & Decorative Ceiling Tiles
- Fiberglass Insulation
- Acoustic & Decorative Ceiling Tiles

**INNOVATIVE MATERIALS**

- Ceramic Materials
- Technical Fabrics
- Abrasives
- Performance Plastics
- Electrochromic Glass

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**SAINT-GOBAIN**
Ryan Spies – Saint-Gobain
Sustainability and Energy Manager

Background

- Mechanical Engineer – Lehigh University
- MBA – Washington University in St. Louis
- 6 Years in Engineering/Strategy Roles
- 6 Years in Corporate Sustainability for 3 Fortune 500 Companies
- President – Net Impact Philadelphia Professional Chapter
2025 Global Goals

- Energy consumption: -15%
- Total CO₂ emissions: -20%
- Water discharge: -80%
- Long-term: Zero industrial water discharge in liquid form
- Non-recovered waste: -50%
- Long-term: Zero non-recovered waste
NORTH AMERICAN DELEGATION

Energy – Waste - Water

[Diagram with a prohibition symbol]
Water – Waste - Energy

WWE
The Goal of the Awards is to encourage sustained achievement in North America.

The objective is simple: creatively inspire competition among sites to reduce their environmental impact (waste, water, energy & CO2) and to sustain those reductions and attitudes.
ALL MFG SITES DATA USED FOR LAST 3 YEARS
  o  Change in intensity from 2013-2014
  o  Change in intensity from 2014-2015
  o  Must be positive change for both time periods
RANKING OF TOP 5 FOR PERIOD 2014-2015
  o  For Water/Waste/Energy Intensity
  o  For CO2 – combined intensity and total reduction
TOP 5 IN EACH CATEGORY ASKED TO SUPPLY 1 PAGE DESCRIPTION OF PROGRAM
  o  5 Basic points judges were evaluating
JUDGES INCLUDED VPS FROM:
  o  Purchasing
  o  Finance
  o  EHS
  o  Top Management
Robust Data Analysis Leads to Finalists… but not winners Alone

Finalists from Across Sectors

### TOP RANKING - WASTE (Intensity)

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<tr>
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</thead>
<tbody>
<tr>
<td>Site 1</td>
<td>0.9315</td>
<td>0.6471</td>
<td>0.0366</td>
<td>30.5%</td>
<td>Lisa Lufkin</td>
<td>Ron Williams</td>
<td>Thomas Dassatti</td>
</tr>
<tr>
<td>Site 2</td>
<td>0.0545</td>
<td>0.0279</td>
<td>0.0038</td>
<td>48.7%</td>
<td>Robert Post</td>
<td>Paul Lane</td>
<td>Frank Jackson, Kishan Kulkarni</td>
</tr>
<tr>
<td>Site 3</td>
<td>0.0833</td>
<td>0.0270</td>
<td>0.0115</td>
<td>1.6%</td>
<td>Tom Oliver</td>
<td>Gina Peru</td>
<td>Richard Schau</td>
</tr>
<tr>
<td>Site 4</td>
<td>0.0321</td>
<td>0.0211</td>
<td>0.0103</td>
<td>34.0%</td>
<td>Robert Fernandez</td>
<td>Richard Hanley</td>
<td>David P. Graham, Rick Nelson</td>
</tr>
<tr>
<td>Site 5</td>
<td>0.1623</td>
<td>0.0954</td>
<td>0.0537</td>
<td>40.7%</td>
<td>Andreas MEYERHOFF</td>
<td>Guy Shelly</td>
<td>Martin Schieritz</td>
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</tbody>
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### TOP RANKING - WATER (Intensity)

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<tr>
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<tbody>
<tr>
<td>Site 1</td>
<td>3.4848</td>
<td>1.0082</td>
<td>1.9549</td>
<td>15.6%</td>
<td>Nicole Zoa</td>
<td>Chris Chabot</td>
<td>Joseph Gufresa</td>
</tr>
<tr>
<td>Site 2</td>
<td>11.547</td>
<td>10.5705</td>
<td>3.0142</td>
<td>8.4%</td>
<td>Lance Dolaney</td>
<td>Anna Radish</td>
<td>Tom Houghton, Anna Radish</td>
</tr>
<tr>
<td>Site 3</td>
<td>0.0636</td>
<td>0.0331</td>
<td>0.0132</td>
<td>48.0%</td>
<td>Robert Fernandez</td>
<td>Richard Hanley</td>
<td>David P. Graham, Rick Nelson</td>
</tr>
<tr>
<td>Site 4</td>
<td>141.9627</td>
<td>406.9315</td>
<td>151.4165</td>
<td>71.9%</td>
<td>Tim Vitorino</td>
<td>Doug Wright</td>
<td>Ross Karipidis</td>
</tr>
<tr>
<td>Site 5</td>
<td>1019.6785</td>
<td>1285.0304</td>
<td>876.3498</td>
<td>35.1%</td>
<td>Mira Simpson</td>
<td>Jeff Cheppie</td>
<td>Ed Roperberger</td>
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### TOP RANKING - ENERGY (Intensity)

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</thead>
<tbody>
<tr>
<td>Site 1</td>
<td>0.2391</td>
<td>1.2346</td>
<td>1.4622</td>
<td>65.1%</td>
<td>Alan McEnaghy</td>
<td>Jim Richardson</td>
<td>Jim Richardson, Al Anderson</td>
</tr>
<tr>
<td>Site 2</td>
<td>0.3500</td>
<td>0.3952</td>
<td>0.2415</td>
<td>3.3%</td>
<td>Brian Kelly</td>
<td>Lisa Granja</td>
<td>Chris Ciracelli</td>
</tr>
<tr>
<td>Site 3</td>
<td>0.1577</td>
<td>1.0758</td>
<td>0.7788</td>
<td>10.0%</td>
<td>Chris Ciracelli</td>
<td>Richard Hanley</td>
<td>David P. Graham, Rick Nelson</td>
</tr>
<tr>
<td>Site 4</td>
<td>0.1408</td>
<td>0.1314</td>
<td>0.1304</td>
<td>6.7%</td>
<td>Robert Fernandez</td>
<td>Richard Hanley</td>
<td>David P. Graham, Rick Nelson</td>
</tr>
<tr>
<td>Site 5</td>
<td>1.1735</td>
<td>2.4888</td>
<td>2.5098</td>
<td>9.1%</td>
<td>Tom Oliver</td>
<td>Gina Peru</td>
<td>Richard Schau</td>
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</tbody>
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### TOP RANKING - CO2 (Weighted Intensity)

<table>
<thead>
<tr>
<th>Site</th>
<th>13-14</th>
<th>14-15</th>
<th>Plant Manager</th>
<th>Site EHS</th>
<th>Site WWEC Champion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site 1</td>
<td>0.09%</td>
<td>0.5%</td>
<td>Mark Swan</td>
<td>Ben Cuthbertson</td>
<td>Gus Mayo, Ben Cuthbertson</td>
</tr>
<tr>
<td>Site 2</td>
<td>0.40%</td>
<td>0.30%</td>
<td>Alan McEnaghy</td>
<td>Jim Richardson</td>
<td>Jim Richardson, Al Anderson</td>
</tr>
<tr>
<td>Site 3</td>
<td>0.09%</td>
<td>0.10%</td>
<td>Inel Hunt</td>
<td>Agata Sulkiewicz</td>
<td>Agata Sulkiewicz, Steve Dennis</td>
</tr>
<tr>
<td>Site 4</td>
<td>0.09%</td>
<td>0.07%</td>
<td>Mark Heilman</td>
<td>Marc Torello</td>
<td>Mary Torello</td>
</tr>
<tr>
<td>Site 5</td>
<td>0.02%</td>
<td>0.0%</td>
<td>Robert Fernandez</td>
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<td>David P. Graham, Rick Nelson</td>
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Robust Communications
Ensuring Transparency and Increasing Competition

Plant Managers / Site Sustainability
Champs Notified by Official Letter

Dear Chris and Steven,

Congratulations and well done! Your site has been identified as a finalist for a 2016 Saint-Gobain North America Sustainability Award for achievement in Energy Efficiency. You are among 5 finalists to be nominated for this award based on consistency of improvement over a minimum of two years, and total improvement from 2014 to 2015. For your reference, please see the attached document listing calculations and other facts in all Sustainability categories throughout Saint-Gobain North America.

As part of a comprehensive qualitative and quantitative analysis by a committee of Delegation personnel, in addition to the aforementioned performance data of your plant, the Sustainability Award Champion will be based on the responses to the questions below. The award will be presented at the 2016 SGNA Sustainability Conference in Farming, MN on September 13th, 2016. You will be notified before the event of the outcome of the committee’s decision.

It is thanks to sites like yours that our company is leading the change in Energy efficiency and we thank you for your outstanding results. We are looking forward to seeing you at the conference!

Ryan Spies
SGNA Sustainability

Please submit the following Questionnaire responses on or before August 1st, 2016 to be eligible for the Saint-Gobain North America Sustainability Award

Use the following guidelines to describe your program and how you achieved your results. The committee will be considering each application based on the responses to the following categories:

- Results – How did you achieve your results? Please provide a summary of actions and description of your program over the 2013 calendar year. Include any internal or external awards or articles regarding the accomplishment. (200 words max)
- Program Management – How is your program managed? Is there a continual management program (e.g. ISO 14001, 50001 or EMS) in place that demonstrates teamwork and upper management support of this specific program? How does your plant and program fit into your larger business unit’s goals and objectives? (300 words max)
- Innovation/Creativity – What innovative, creative and/or ambitious solutions in water/waste/energy/C02 efficiency did your plant pursue to make your program unique? Can the improvement be reproduced by other facilities or businesses? Innovative approaches could be innovation in program structure, reporting, technology, goal setting etc. (200 words max)
- Strategy – How do the results of this efficiency gain impact the business? (e.g. Cost savings, growth strategy, regulatory commitment, local resource constraints). Describe how the project went beyond objectives fixed by regulatory or business requirements. (100 words max)

Peers Notified via Newsletter
Stirring Competition for 2017
Not Just a Project – But a Program that Wins

A single project that improves a metric is not enough to be considered a “champion”.

Saint-Gobain has long term goals, and only programs that are sustainable will achieve those goals.

These awards specifically look at a data set over a long period of time – and reward sites/BU’s that are committed to improving over the long term.
How we Judge

These 4 Categories are critical to determining the Champions

- Results
- Program Management
- Strategy
- Innovation & Creativity
How is this Innovative?

• **Creativity** – The Championship Belt is something to showoff. Something to be proud off.
  • In North America – WWE stand for World Wide Entertainment – A fake Wrestling League dating back to the 1980’s.

• **Insight** – To inspire achievement, we must “speak the language” of the customer… in this case, our customers are Plant Personnel.

• **Differentiation** – These awards are based on years of data and sustained programs – and whole limited to North America.
Awards Should INSPIRE... they should be FUN.
Our Communities Should also Recognize this Achievement
Running out of patience

WWE belt for Saint-Gobain

Falls plans remain vague

Total Circulation of All Media: Over 430,000 Readers
Thank You
Thank You

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